

Devon Strategic Partnership Delivery Board 7th September 2007

Agenda Item 5 – Programme Management Approach and Resource Hub Next Steps

1 Recommendation

That the Delivery Board consider this paper and agree practical steps to be taken to implement a Devon Resource Hub to assist in the development and delivery of the 2008-2011 Local Area Agreement:

- a. To agree the structure as shown in Diagram 1 and the role and relationship of the Hub and its members.
- b. To agree how the Hub Function Leads and Theme Programme Managers should be appointed, including financial implications – see section 4.1.

2 Background

At its meeting on 2nd August 2007 the Delivery Board considered a paper about developing and delivering the 2008-2011 Local Area Agreement. The paper included the recommendation to identify Programme Managers for each LAA theme and the establishment of a Resource Hub to deliver those functions that are common to the four themes of the Devon LAA. The Delivery Board approved this proposal in principle. This paper proposes a structure for the Hub (including theme programme managers) and the steps need to achieve it.

3 The Resource Hub Structure

3.1 Concept and scope

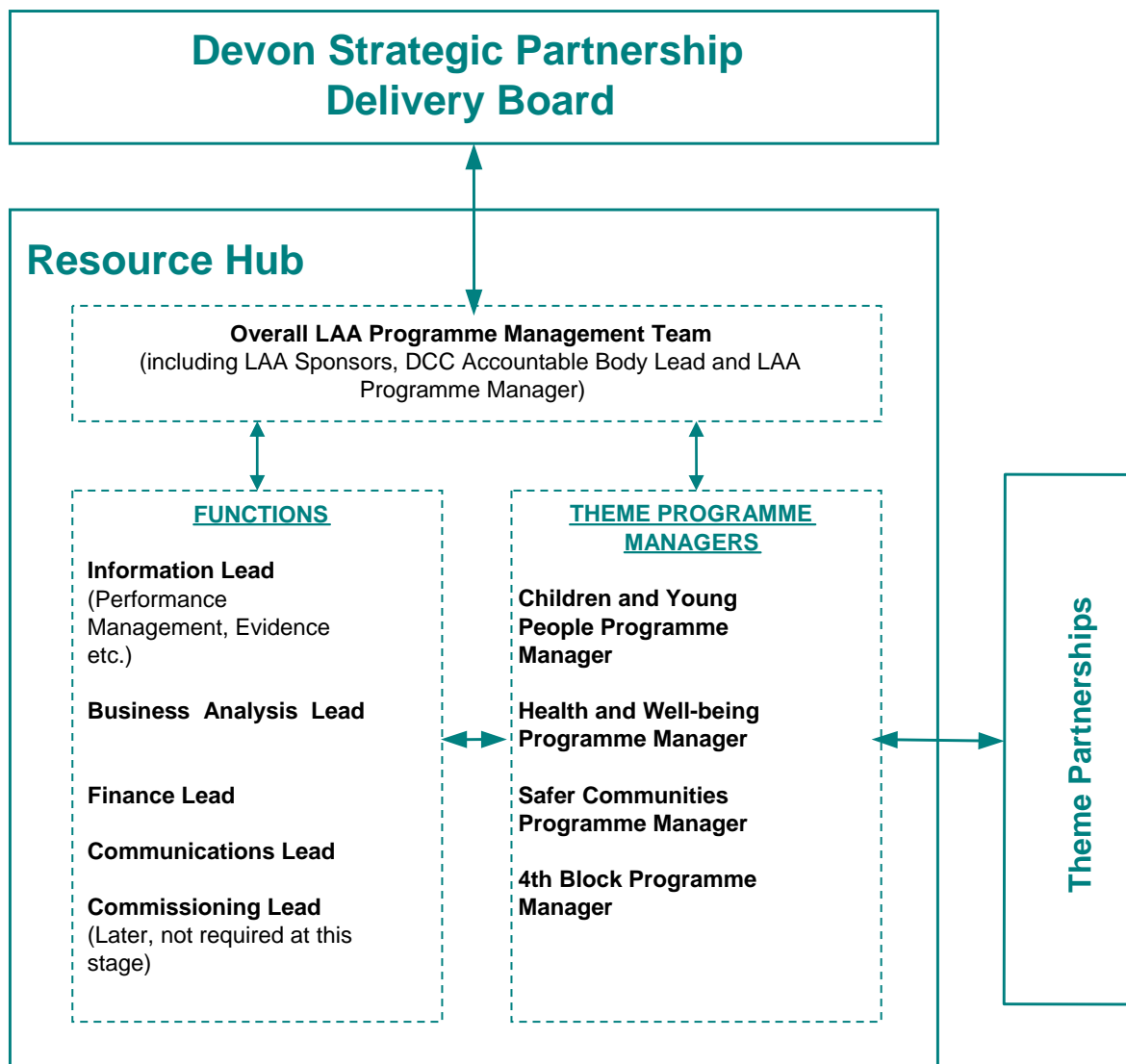
The Resource Hub will bring together staff and resources, by recruitment or secondment, for functions where joint centralised working could help effective planning and delivery of the Local Area Agreement (including its future refreshes) and bring benefits to partners. The functions currently under consideration are Business and Strategic Analysis, Communications, Financial Management, Information Management, and at a later date, Commissioning. These functions are those that most partners will be involved in to some extent, and it is intended that contribution to a centralised Hub could provide cost savings for all partners plus a more integrated approach to preparing and delivering the Local Area Agreement. This approach also aligns with the 'encouragement' offered by Government for greater partnership working and increased shared service provision.

It is the intention that the areas of work covered by the Hub will provide a service to all theme programmes within the Local Area Agreement, such as Children's Trust, Health and Wellbeing Partnership and Safer Devon Partnership to overcome the need for individual support structures to be established within each programme. It is recognised that the Hub must work with or reconcile the differing needs and timescales for different themes.

3.2 Hub Structure

The role of the hub would be to provide core functions for the entire Local Area Agreement – see Appendix A for further details about the Resource Hub functions. This means that there must be a good working relationship between each of the function leads and the theme programme managers, and the people working in their respective teams. Diagram 1 below shows the interrelationship between the various parts of the Resource Hub.

Diagram 1



The Local Area Agreement Programme Manager would be part of the Overall LAA Programme Management Team which would include the LAA Sponsors (Phil Norrey/ Bob Spencer), the accountable body lead and LAA Programme Manager. This group would provide the principal line of communication with the Devon Strategic Partnership via the Delivery Board, and provide strategic overview.

The Function Leads and Theme Programme Managers will report to the Local Area Agreement Programme Team via the Overall Programme Manager; they will either be seconded full time to the Programme or employed by a host organisation using partner financial contributions (see section 4), to work on the Programme.

4 Initiating the Resource Hub – Next Steps

The first step towards forming the Hub would involve recruitment as soon as possible of dedicated key personnel by appointment, secondment, or re-defining of a current role. This could be phased. There is a small core of people that need to be in place as soon as possible:

4.1 Phase One

- a. **Dedicated Leads** (full-time) for each of the functions, who can identify, assess and build up a virtual network of resource from other partners as a first step towards establishing more active linkages.
- b. **Theme Programme Managers (full-time)** - In order to deliver a creative, innovative and inclusive LAA, dedicated resource needs to be made available to co-ordinate and manage each theme. These roles will co-ordinate and drive the outcomes and action planning for the development of the 2008-2011 LAA.

The recruitment process would require approval of a host organisation(s) and the Devon Strategic Partnership Delivery Board, including funding arrangements.

Funding Arrangements – Assuming that the current roles set out for the Overall LAA Programme Management Team are accepted (currently funded by DCC), at its core the Resource Hub requires **eight full-time members of staff**: four function leads and four theme programme managers. None of these roles are currently filled however, as set out in the paper to Delivery Board on 2 August 2007, some parts of the programme manager roles are currently provided (details included as Appendix B). Draft job descriptions and person specifications are included as Appendix C. It is envisaged that the cost associated with providing these roles (including on costs) would be in the region of £50k (DCC H Grade) – £70k (DCC D5 Grade) for each post which would amount to £400-560k in total per annum¹. These posts could be appointed to on a rolling one or three year basis. It is worth noting that the roles would be subject to Job Evaluation or Hay Panel evaluation if they are hosted by DCC or other partners.

The options for funding these roles include:

- Secondment (e.g. as the accountable body it may be appropriate that DCC provides the Finance Lead)
- Top slice LAA single pot (2008 onwards only)
- Partner contributions

Hosting – There are implications for hosting the Resource Hub both in terms of physical accommodation and employing body. There are great advantages from co-location of staff in such a complex delivery environment. As part of phase one, the Function Leads and Theme Programme Managers could be physically co-located and they could coordinate the contribution from partner organisations. Delivery Board could consider establishing an arms length company/partnership company to host the roles.

4.2 Phase 2

Once the Function Leads are in place, they will co-ordinate partner resources. These additional members of the hub would report to their Function Leads e.g. Finance Lead for all work undertaken as part of the hub; but would remain employed by their own organisation in most cases. However, as the hub develops, more people could be drafted to the hub full time.

Once the hub is working well ‘virtually’ with Function Leads coordinating input from partners, it may be decided to expand the physical presence of the hub. The Resource Hub is initially aimed at the design and delivery of the Local Area Agreement; if successful it could be expanded within the proposed structure to encompass all areas of work that is common across partners; the benefits from the economies of scale will become even more apparent then.

¹ Provisional figure. This does not include other office costs.

Appendix A – Resource Hub Functions

The paper agreed by Delivery Board on 2 August 2007 proposed a programme management structure and identified five areas where joint working could help effective planning and delivery of the Local Area Agreement

Business and Strategic Analysis – The Delivery Board concluded at their meeting on 18th April 2007 that a key component of delivery was the requirement to set appropriate SMART² targets which are underpinned by robust data sets and trend analysis. This is an area where outcome leads and theme leads require significant support from business analysts who can think strategically, and help to maximise the cross cutting potential of the outcomes and their contribution to the priorities for Devon. The Information Management team of the hub will liaise closely with the Business Analysis team.

Communications – Communications and marketing about Sustainable Community Strategy and LAA issues and messages across the partnership needs to be managed consistently to avoid conflicting messages and to maximise opportunities for publicity. A central co-ordination role would avoid duplication of effort across partner agencies and result in savings. Communicating the work of the partnership in a planned, two-way and timely fashion is key to the success of the partnership. It will positively develop the reputation of Devon Strategic Partnership and will assist in promoting the image of Devon.

Financial Management – As the Devon LAA moves to a single pot from 2008 onwards, management of the pot of funds and any aligned or external funding will be critical to the success of the LAA. Whilst it is important that there are accountants to ensure that regulations and procedures are adhered to and that budgets are spent etc. it is important that within the programme management approach there is the ability to think differently about spend - a problem-solving creative role with an understanding of the 'invest to save' concept i.e. more than just balancing the books. As the Accountable Body for the Local Area Agreement it would be sensible if this area was led by Devon County Council, but with support from other partners.

Information Management – This work includes evidence base and trend analysis work for example in preparation for annual refresh, and performance management information at annual review and other times. Both types of information will be required to aid the initial negotiation of targets. There is scope to maximise the linkages with two ongoing DIP funded projects.

Commissioning – An integrated approach to commissioning both across the partner agencies and across the theme partnerships is required. Co-location offers advantages for this. This part of the hub will follow after some of the other parts, as its work will start once the shape of the Local Area Agreement becomes clearer.

² Specific, Measurable, Achievable, Realistic and Time-bound

Appendix B – Programme Manager Roles and current situation

Resource Requirement	Current Resource	Full-time / Part-time	Hosted / Funded by
Children and Young People Programme Manager	Vacant – Debbie Pritchard (DCC) fulfilling some of the role	Full-time	tbc
Safer Communities Programme Manager	Vacant - Roy Tomlinson (DCC) currently fulfilling some of role	Full-time	tbc
Health & Wellbeing Programme Manager	Vacant - Ian Tearle (Devon PCT) currently fulfilling some of role	Full-time	tbc
4th Theme Programme Manager	Vacant – Sue Craythorne and Ian Hutchcroft (both DCC) fulfilling some of role	Full-time	tbc

Appendix C – Function Leads and Theme Programme Managers Job Description and Person Specification

JOB DESCRIPTIONS

ROLES:

- 1 **Function Lead (one for each of the following specified areas of work):**
 Information Lead
 Business Analysis Lead
 Finance Lead
 Communications Lead
 Commissioning Lead (to be recruited at a later date)
- 2 **Theme Programme Managers (one for each of the following specified areas of work):**
 Children and Young People Programme Manager
 Health and Wellbeing Programme Manager
 Safer Communities Programme Manager
 4th Block Programme Manager

STATEMENT OF PURPOSE:

To facilitate the development and delivery of an outstanding Local Area Agreement that will deliver the vision and priorities for Devon, by driving inter-agency and corporate working within the DSP on one of the specified areas of work. To be part of a Resource Hub that will bring together staff and resources from Devon Strategic Partnership partner organisations, for functions where joint centralised working could help effective planning and delivery of the Local Area Agreement (including its future refreshes) and bring benefits to partners.

(NB All references to Local Area Agreement will mean the 2008-11 Devon Local Area Agreement and will include any associated future Multi Area Agreements.)

These roles are described within the framework of the Local Area Agreement; if at a later stage the role of hub is broadened, the scope of these roles will be broadened accordingly.

PRINCIPAL ACCOUNTABILITIES –

Each postholder should

1. Work as part of the Resource Hub to facilitate ‘joined up thinking’ and the effective development and delivery of the Local Area Agreement. It is the intention that the areas of work covered by the Hub will provide a service to all theme programmes within the Local Area Agreement, e.g. Children's Trust, Health and Wellbeing Partnership and Safer Devon Partnership, to overcome the need for individual support structures to be established within each programme. Each postholder must work with or reconcile the differing needs and timescales for different themes
2. Programme manage the development and delivery of their specified area of work within the Local Area Agreement
3. Identify resources and skills within the specified area of work, that exist within partner organisations, and that may be brought together as part of the Hub for the benefit of the Local Area Agreement. This may include direct line management of staff as necessary, but is more likely to involve close liaison and coordination of output. It is not assumed that each postholder will have, at least initially, a budget to call on.

4. Within the specified area of work, and as agreed by the Overall Programme Management Team, negotiate with partner organisations and with civil servants in Government Office South West to ensure the delivery and continued development of the Local Area Agreement.
5. Assist in the development of delivery plans for the specified areas of work and assess their suitability and feasibility
6. Manage programme risks and issues within the specified areas of work
7. Monitor programme progress, resolving issues and initiating corrective action and make recommendations to Overall Programme Management Team as appropriate
8. Manage the programme budget and funding as appropriate
9. Ensure projects/workstreams meet requirements, are to the appropriate quality, on time and within budget
10. Assist in managing stakeholder involvement and information
11. Identify, and as part of the Resource Hub, manage, linkages across LAA themes
12. Prepare and present reports to relevant governing bodies as appropriate, including overview and scrutiny
13. Ensuring that the partnership complies with equalities legislation in the specified area of work
14. This job description identifies the role as currently defined, but the postholder should be prepared to undertake different or additional tasks as required from time to time as appropriate to their skills and expertise.

MANAGEMENT ARRANGEMENTS

The Function Leads and Theme Programme Managers will report to the Local Area Agreement Programme Management Team via the Overall Programme Manager; they will either be seconded full time to the Programme or employed by a host organisation using partner financial contributions (see section 4), to work on the Programme.

The Local Area Agreement Programme Manager would be part of the Overall LAA Programme Management Team which would include the LAA Sponsors (Phil Norrey/ Bob Spencer), the accountable body lead and LAA Programme Manager. This group would provide the principal line of communication with the Devon Strategic Partnership via the Delivery Board, and provide strategic overview.

PERSON SPECIFICATION

KNOWLEDGE, SKILLS AND COMMITMENT REQUIRED

- Commitment to and understanding of partnership working, based on experience. Understanding of the Devon Strategic Partnership
- Commitment to working together to enable the development and delivery of an outstanding Local Area Agreement that will deliver the vision and priorities for Devon.
- Knowledge and understanding of the specified area of work at a strategic management level
- Knowledge and experience of a programme management approach, preferably MSP. For programme managers - high level expertise in performance and programme management
- Inter-personal and motivation skills; ability to build and sustain constructive working relationships at all levels
- Creative and innovative, with a commitment to cross agenda working
- Understanding and commitment to equality and diversity

PERSONAL QUALITIES

- Flexibility
- Diplomacy and discretion
- Team Working
- Leadership
- Diplomacy
- Skilled communicator, negotiator and mediator
- Enthusiasm
- Available to work full time; ability and willingness to travel; ability to work non-standard hours if required.